

MODEL CITY

COALITION

K I N G S P O R T , T E N N E S S E E



Developing a city of synergy
beginning downtown

PARTNERS

- **Kingsport Tomorrow**
 - Vision 2017
 - Re-visit the Vision
- **Coalition** n. a coalescing, union; a temporary union of political parties for some common aim
 - Interested business leaders
 - Potential developers
 - City of Kingsport Development Services
 - Downtown Kingsport Association
 - Kingsport Area Chamber of Commerce
 - Kingsport Economic Development Board
 - Kingsport Housing Authority

MODEL CITY COALITION

WHO

- Lynn Shipley
- Jeanette Blazier
- Jim Bradford
- Pete Connet
- Tom Davis
- Betty DeVinney
- Dan Dillon
- Van Emery
- Bob Miller
- Paul Montgomery
- Terry Cunningham
- Wally Boyd
- Jeff Fleming

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WHERE

- Downtown
- Gateways
- Portals
- Key Linkages

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WHY

- **MISSION**

- To create opportunities for sustainable development to re-establish Kingsport as the “model city”

- **VISION**

- Kingsport will have a strong, vibrant central district, linked to its region through gateway connections.

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WHAT

OUR GUIDING PRINCIPLES

- Successful cities are those that effectively integrate with their regions, thus we will create linkages to our region's gateways.
- Successful downtowns are those where people live, play and have fun as well as conduct business, government and worship.
- Our heritage of the Nolen Plan is worth our noblest effort. We will recapture 'the city beautiful' where industry and nature live in balance and harmony.
- We will produce excellence in everything we do.

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WHEN

- **1995 KRIDS**
 - **K**ingsport **R**egional **I**nteractive **D**esign **S**tudio
 - **K**ingsport's **R**esource for **I**nnovation, **D**esign & **S**ustainability
- **1997 Model City Coalition**

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How MUCH?

- Master Plan
 - \$55,000 Private Donations
 - \$55,000 Public (KEDB)
- Plan Implementation
 - Market-driven
 - Private investment
 - Public infrastructure

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KINGSPO RT, T E N N E S S E E



The Plan

CONSULTANTS



- McCarty Holsaple McCarty Architects and Planners
Knoxville, Tennessee
- Ross/Fowler Landscape Architecture and Planning
Knoxville, Tennessee
- Economic Research Associates
Washington, D.C.
- Chattanooga Neighborhood Enterprise
Chattanooga, Tennessee

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FORMULA:

Broad community input

+

Focused Economic Analysis

+

Uncommon Urban Design

+

Knowledgeable Implementation

SUCCESS

TARGET AREAS

- Gateways Development Plan
- Public Realm
- Downtown Private Development Recommendations

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OBJECTIVES

1. Connect Downtown with the rest of Kingsport
 - Difficult to find, not pleasant to drive into
2. Provide an attractive place to be.
 - Nolen plan in tact
 - Needs carefully and affordably refurbished streetscape to enhance the feel and presence of the city
3. Create a 24-hour-a-day critical mass of people
 - Needs presence of people outside hours of 8 a.m. – 6 p.m.


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INPUT

- Strategic and design evaluation of the existing downtown area by architects
- Functional and aesthetic analysis of current gateways to downtown Kingsport and the attendant physical environment
- Pragmatic financial analysis of current economic environment and feasibility evaluation of future development
- Firsthand, practical direction of the implementation plans and steps to initiate this process of revitalization

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INPUT

- Stakeholder Interviews
 - Property owners, downtown workers, local government, real estate developers, business owners, major industries, and longtime residents of Kingsport
- Comments and reaction at public meetings

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RECOMMENDATIONS

GATEWAYS / CORRIDORS

A. General Recommendations

- Implement a comprehensive signage program
- Improve landscape image
- Control outdoor storage
- Control signage
- Control litter



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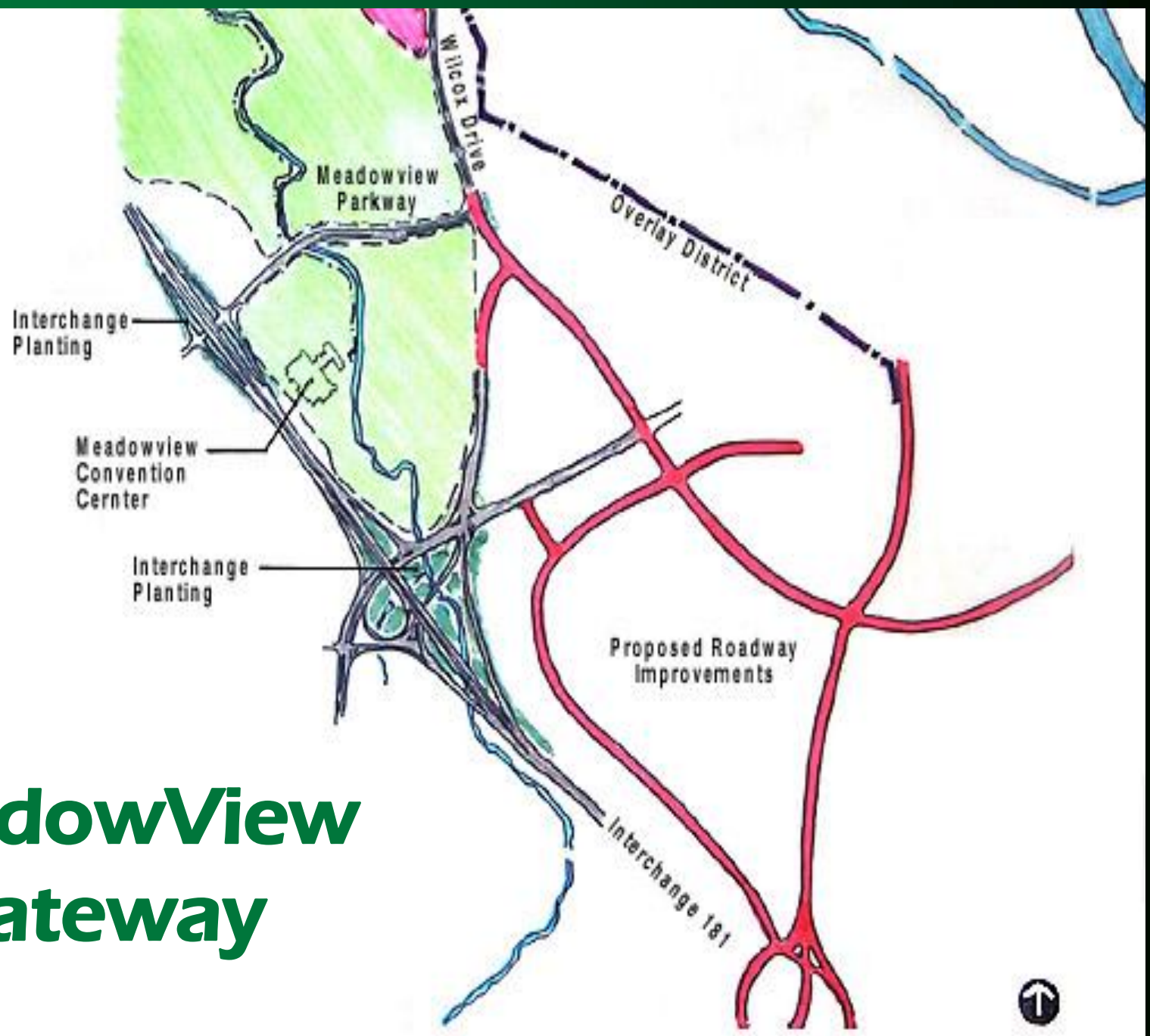
RECOMMENDATIONS

GATEWAYS / CORRIDORS (continued)

B. Wilcox Drive Gateway Corridor

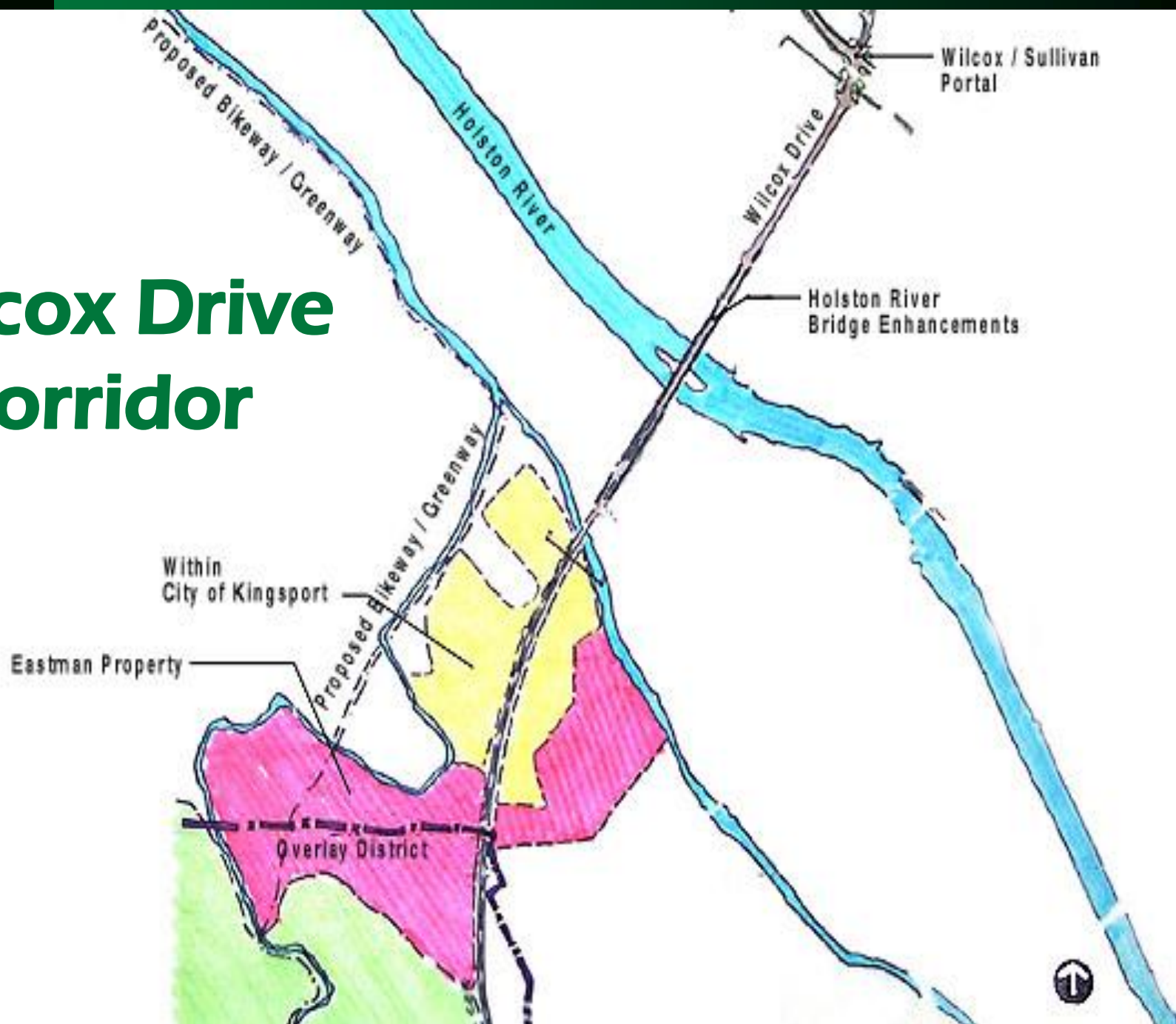
- Improve the corridor streetscape
- Improve the Holston River Bridge
- Develop Wilcox / Sullivan portal
- Develop Sullivan / Center portal

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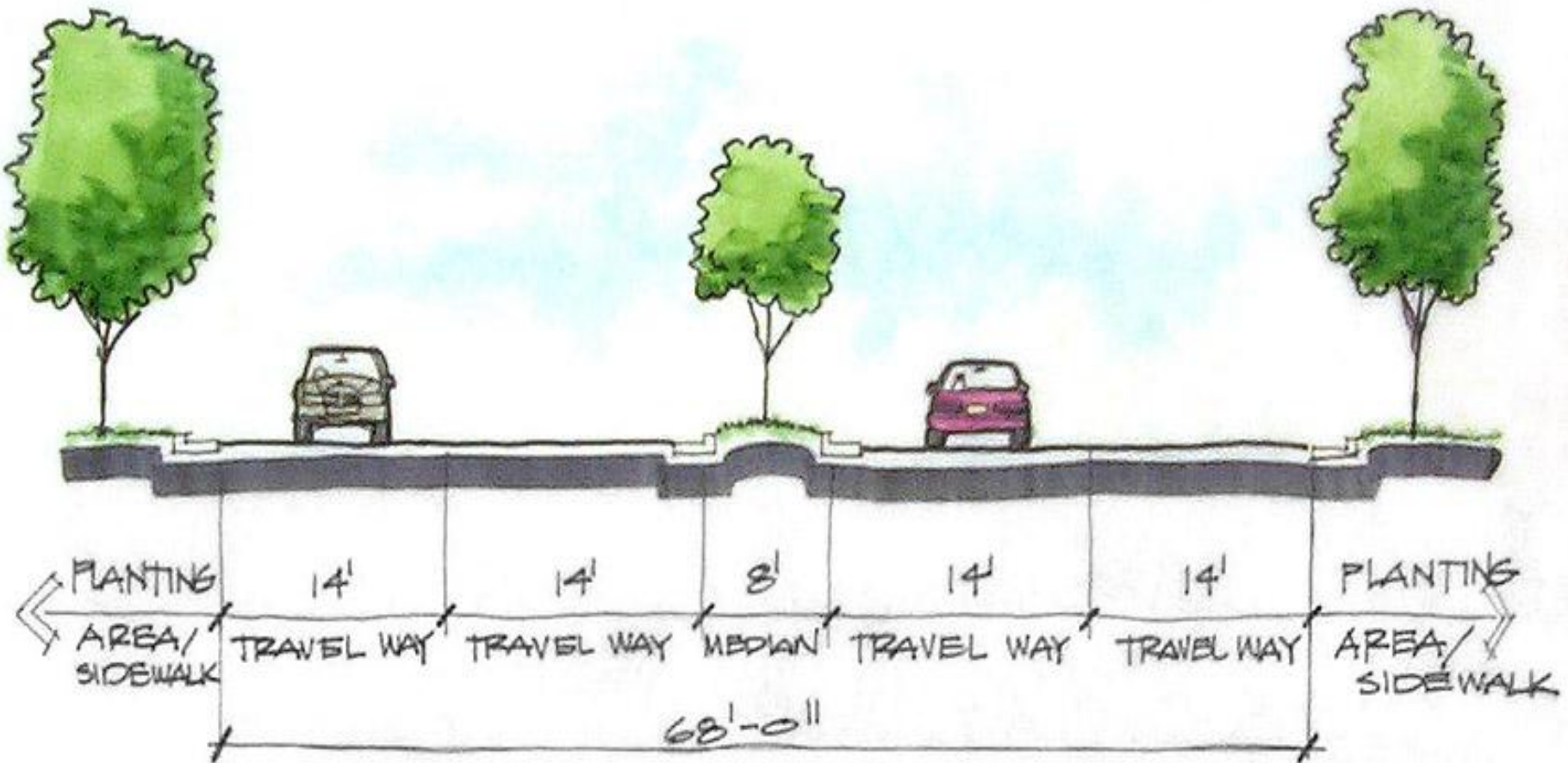


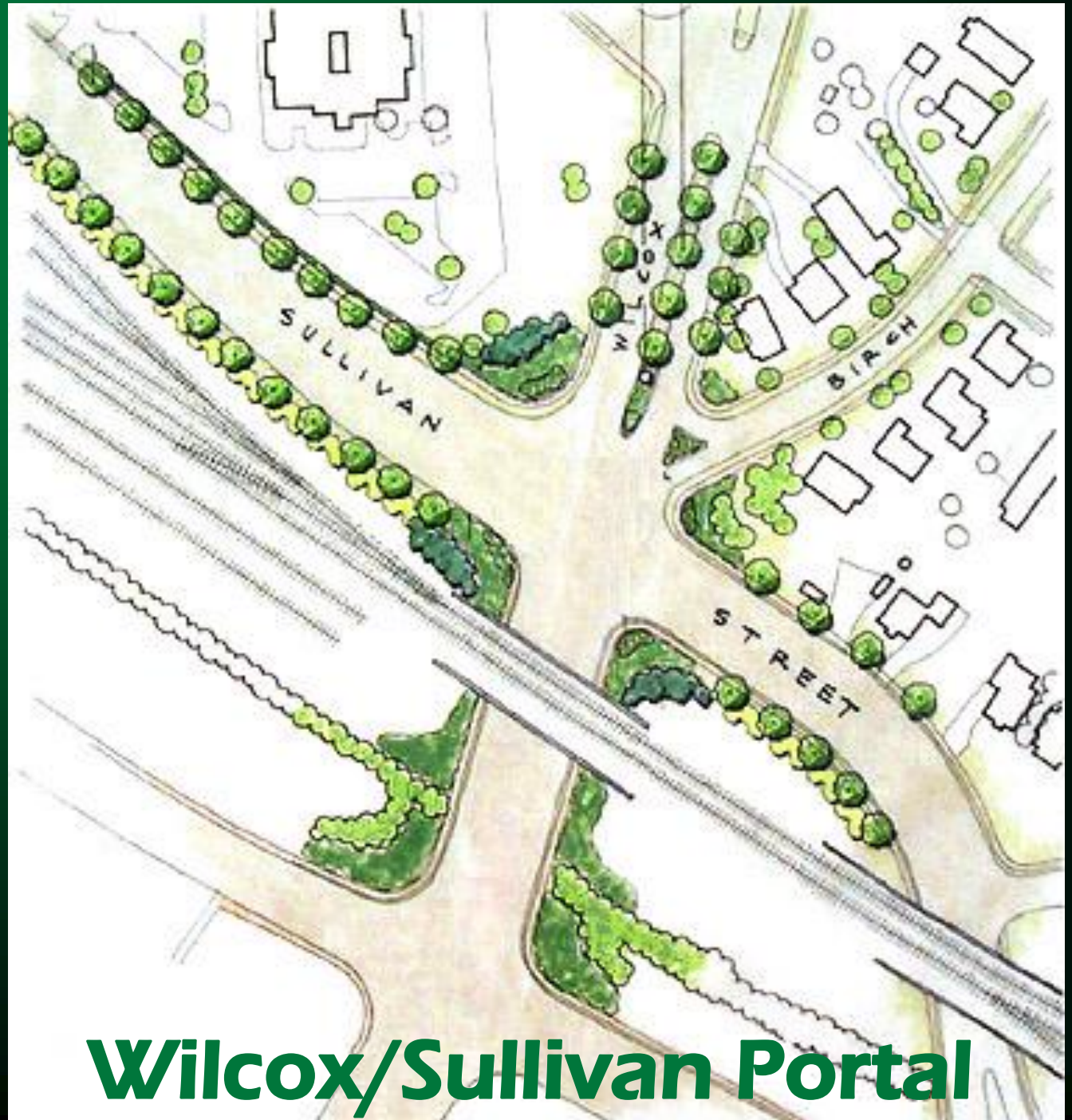
MeadowView Gateway

Wilcox Drive Corridor



Wilcox Drive





Wilcox/Sullivan Portal

Center/Sullivan Portal



RECOMMENDATIONS

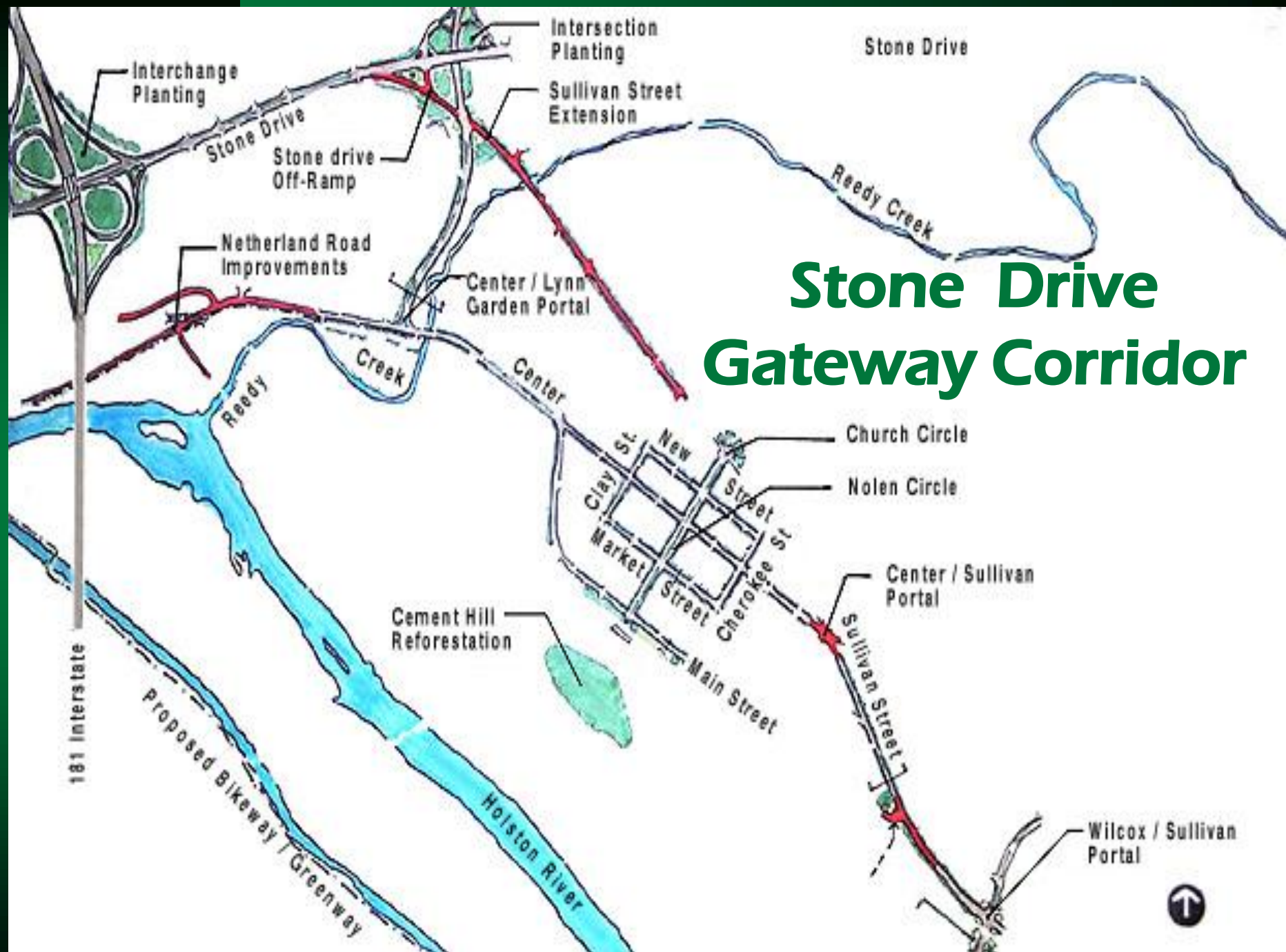
GATEWAYS / CORRIDORS (continued)

C. Stone Drive Gateway Corridor

- Implement interchange plantings
- Improve the corridor streetscape
- Develop the Lynn Garden / Center portal
- Develop the Center / Clinchfield portal park
- Implement roadway improvements

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Stone Drive Gateway Corridor



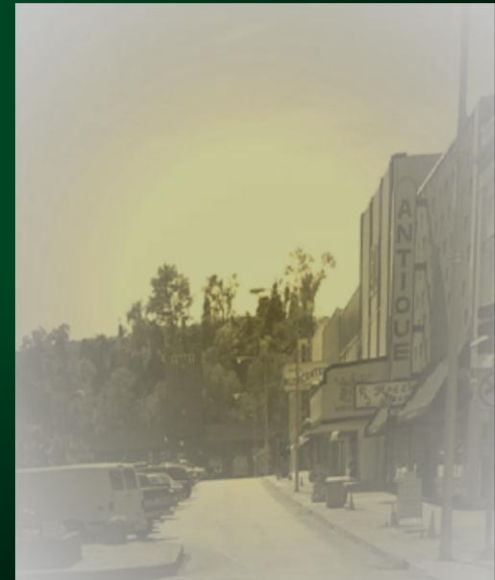
Center/Lynn Garden Portal



RECOMMENDATIONS

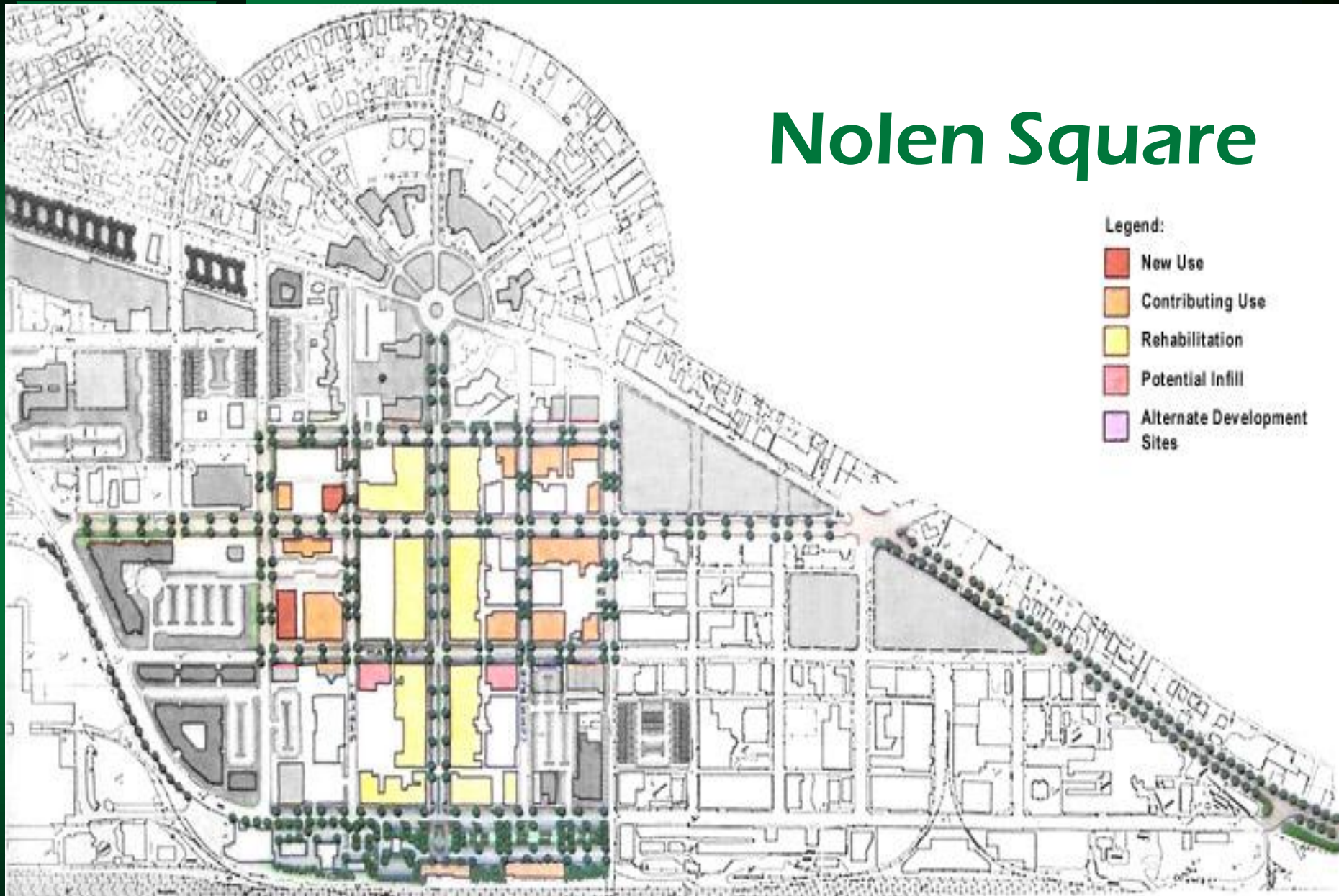
PUBLIC REALM

- Return Broad Street to Nolen Plan configuration
- Restore Cement Hill
- Establish the Nolen Square
- Develop Center and Main
- Develop Main Street Park
- Enlarge Glen Bruce Park
- Develop Justice Plaza

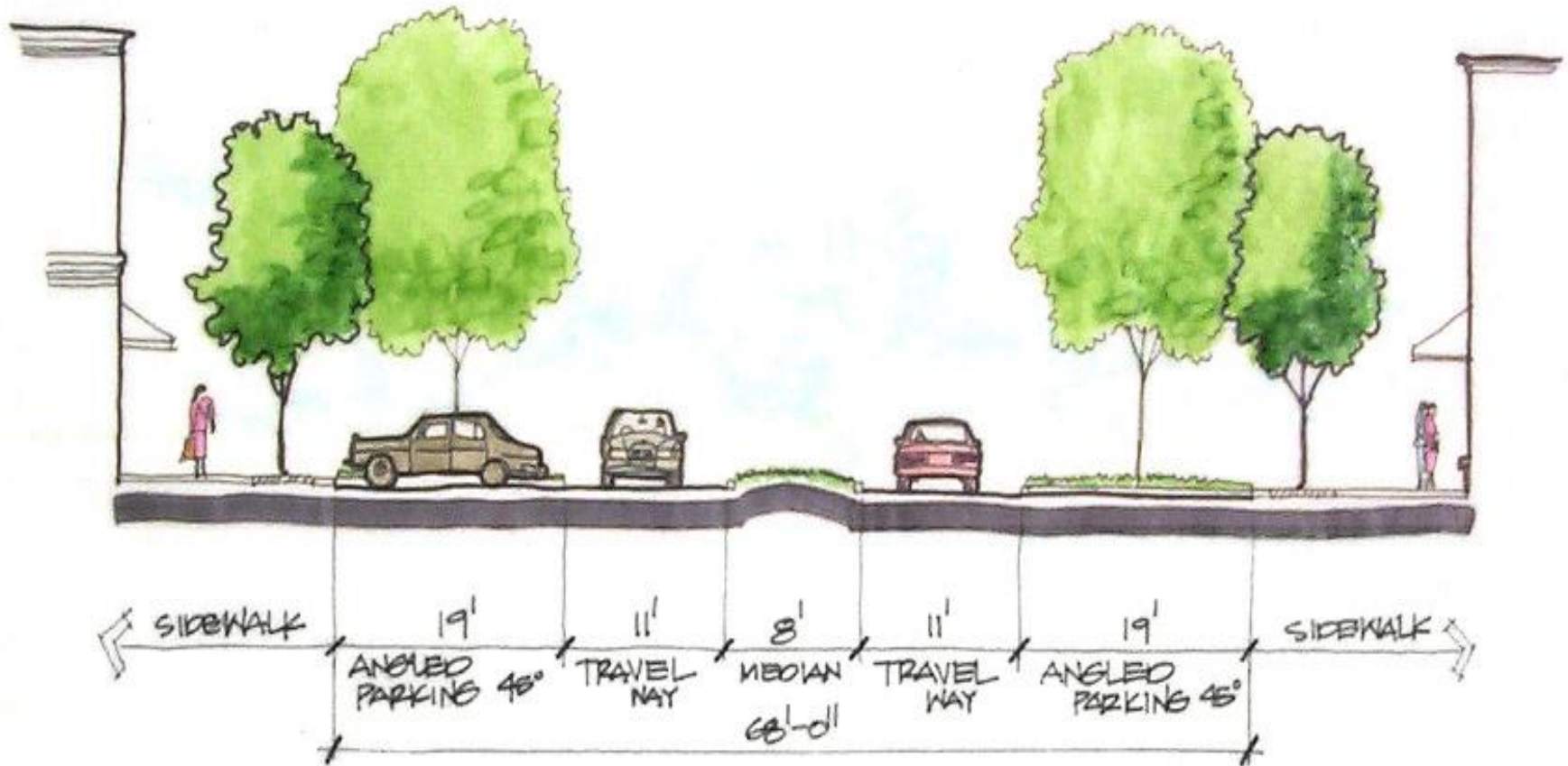


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Nolen Square

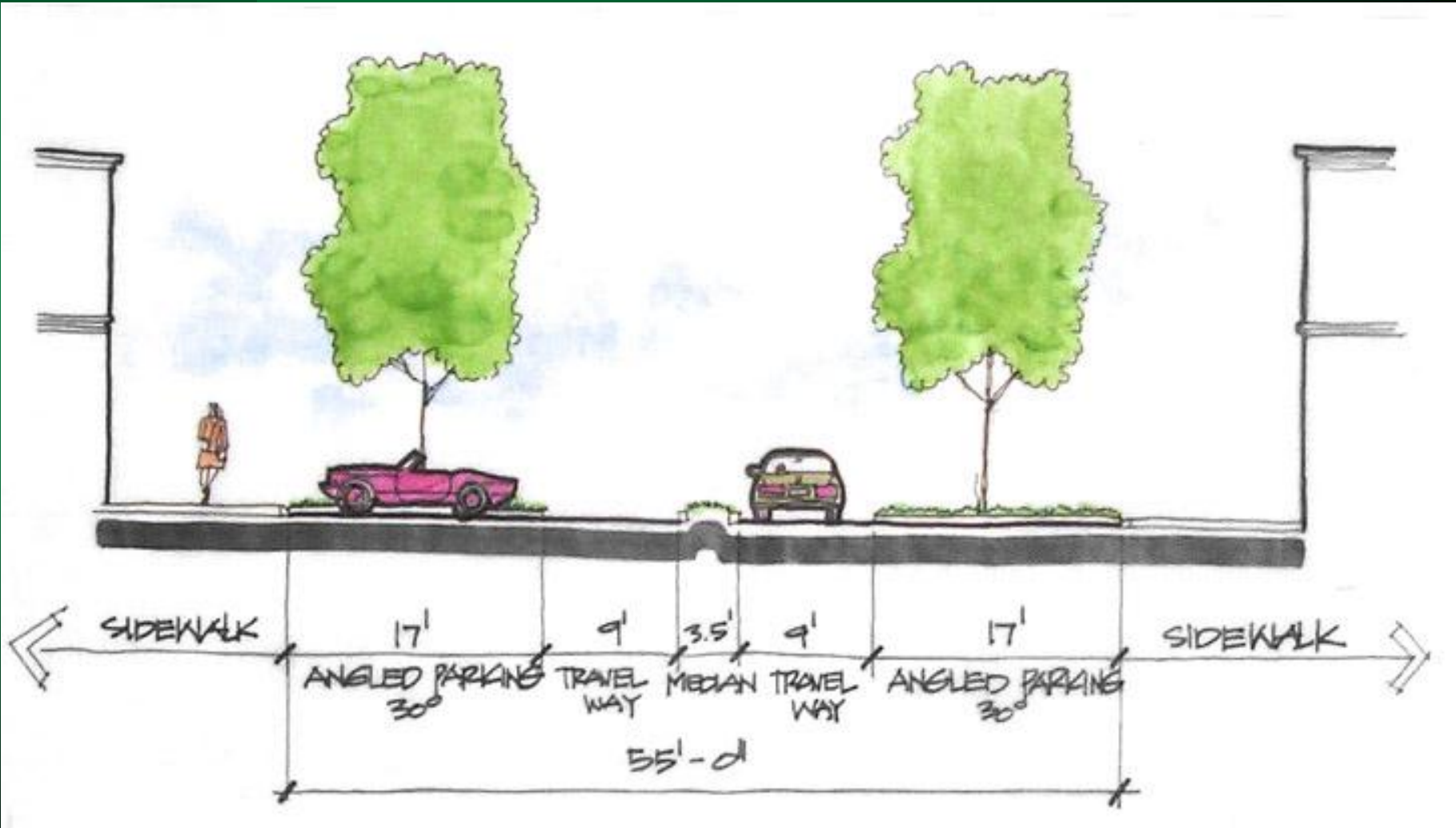


Broad Street



Concept: Nolen Square

Market / New / Cherokee / Clay



RECOMMENDATIONS

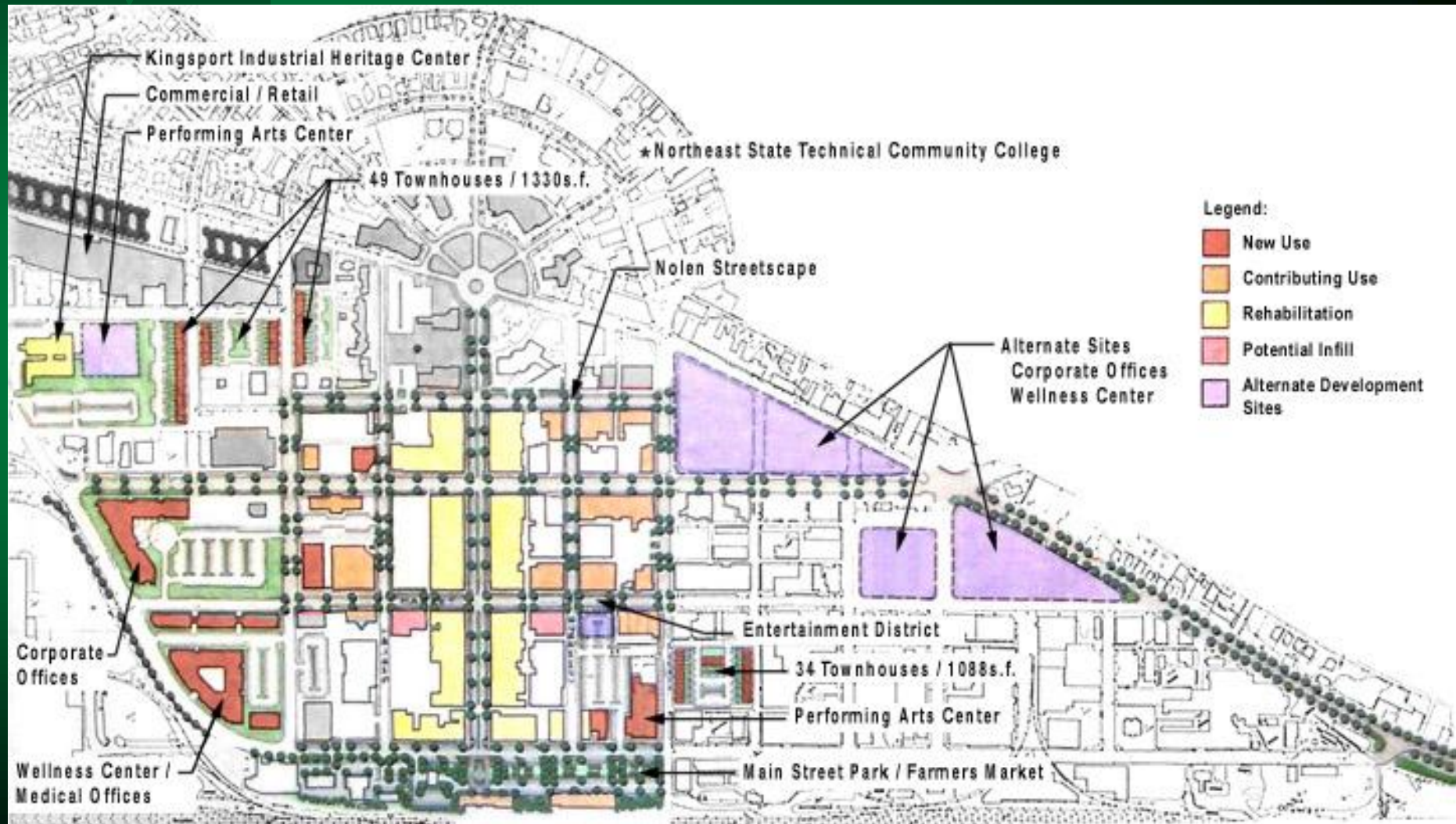
PRIVATE DEVELOPMENT COMPONENTS

A. Recommendations

- Build a Phase I of up to 49 townhouses @ 1330 s.f. and Phase II of 34 townhouses @ 1080 s.f.
- Promote corporate offices in the central city
- Establish a Northeast State Community College presence
- Promote a wellness center of 30,000 to 75,000 s.f.
- Fund a community arts center
- Seek corporate support for an Industrial Heritage Center

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Development Components



RECOMMENDATIONS

PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- 10,000 s.f. of new retail and entertainment
- Broad Street streetscape improvements
- Main Street Park and Gardens
- Comprehensive directional sign program

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Housing



RECOMMENDATIONS

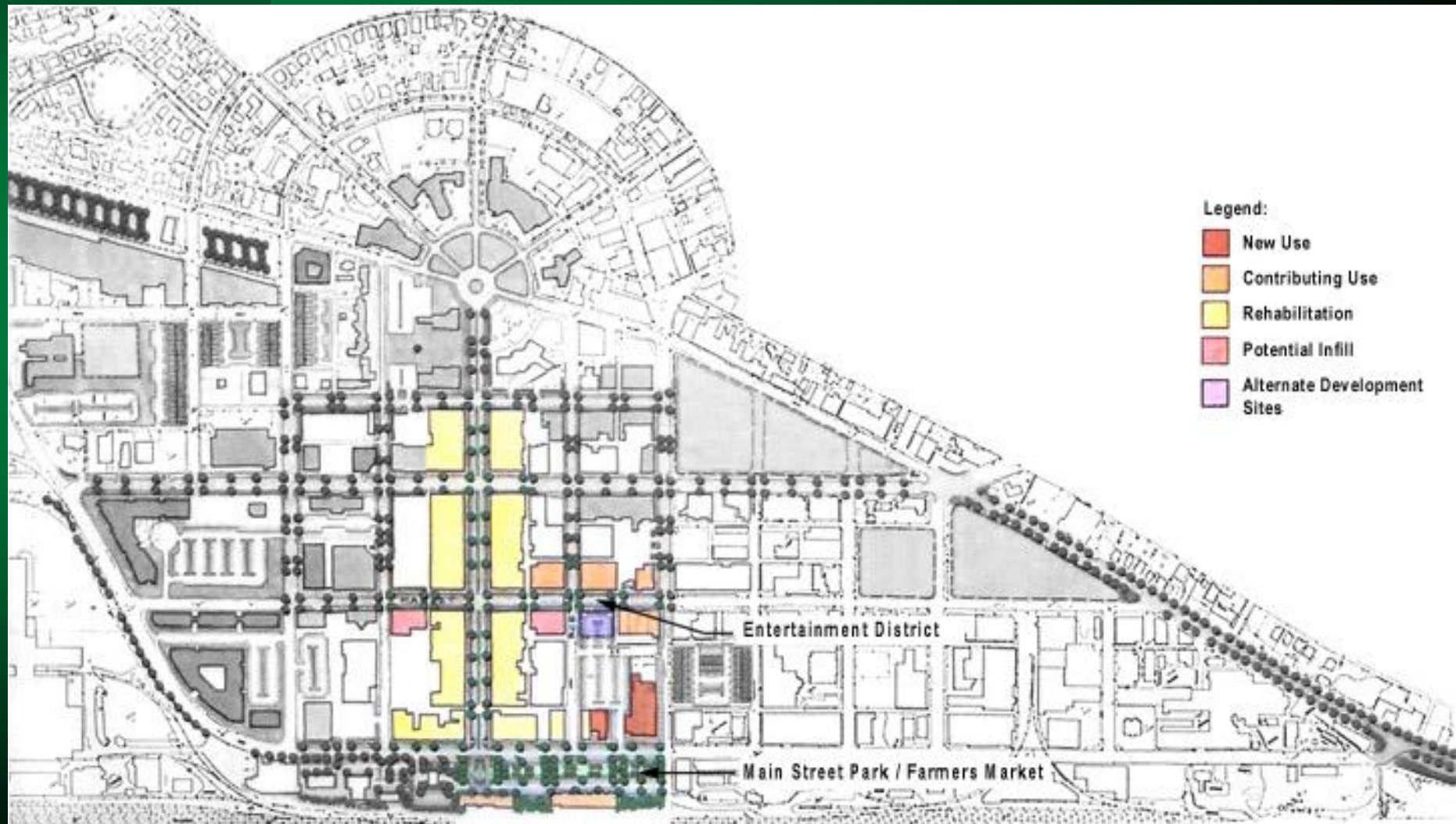
PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- ***10,000 s.f. of new retail and entertainment***
- Broad Street streetscape improvements
- Main Street Park and Gardens
- Comprehensive directional sign program

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Retail & Entertainment



RECOMMENDATIONS

PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- 10,000 s.f. of new retail and entertainment
- ***Broad Street streetscape improvements***
- Main Street Park and Gardens
- Comprehensive directional sign program

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Broad Street





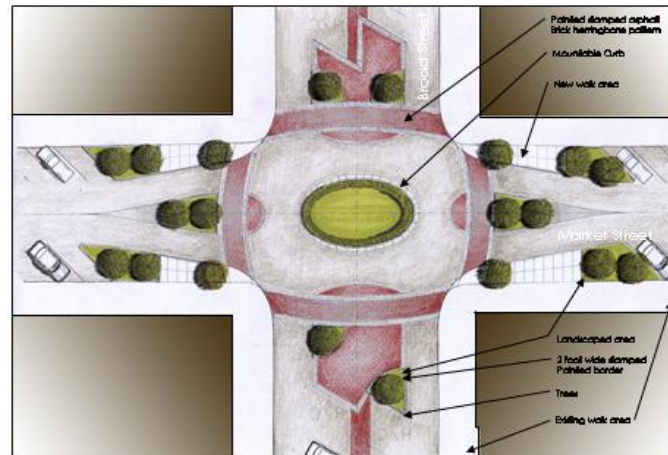
Freeman Salt PLLC

A Cooperative Project



Broad Street Renovation

Kingsport, Tennessee



Intersection of Broad and Market Street
 (Currently in Design: Freeman Salt PLLC)

We Can Do It !!!

RECOMMENDATIONS

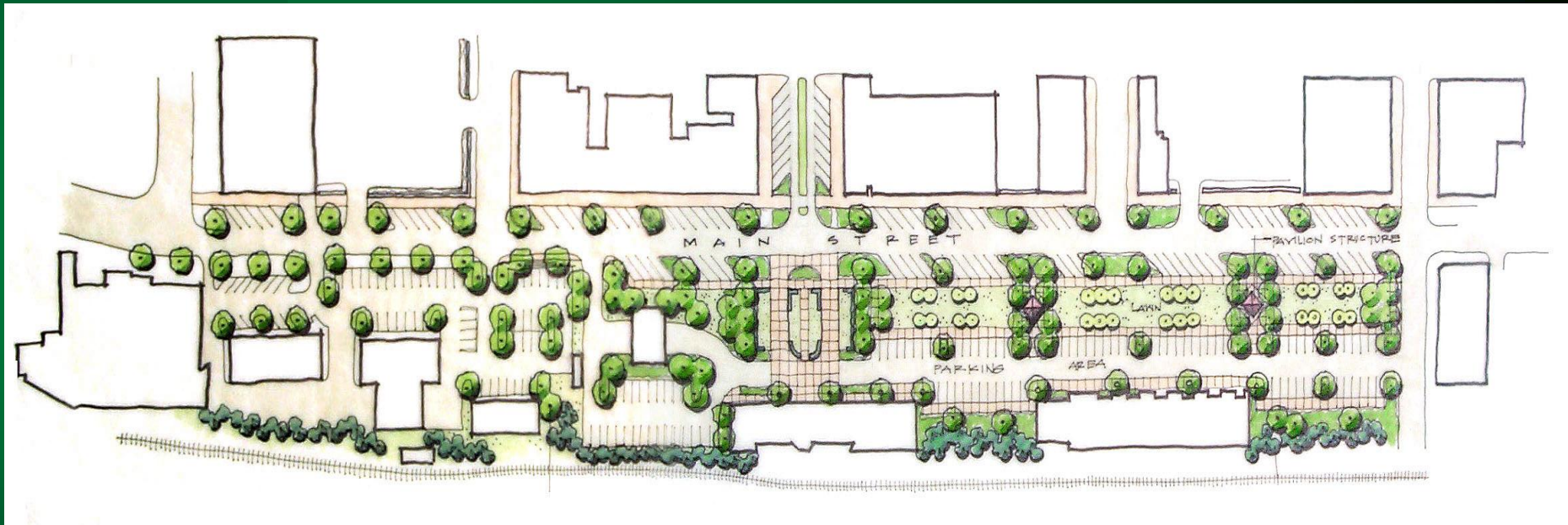
PRIVATE DEVELOPMENT COMPONENTS

B. Short Term Priorities

- Phase I, Downtown Townhouses
- 10,000 s.f. of new retail and entertainment
- Broad Street streetscape improvements
- ***Main Street Park***
- Comprehensive directional sign program

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Main Street Park



RECOMMENDATIONS

PRIVATE DEVELOPMENT COMPONENTS

C. Implementation

- Years of community visioning and months of listening, discussion, and planning are all without meaning unless a redevelopment plan is implemented
- Redevelopment Program
- Capital Improvements Program

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Plan
Implementation
Status



BMA Strategic Initiatives and Plan

- “We value aesthetic urban design in our roads, bridges, parks and public buildings”
- “Develop a long-range strategic plan that aligns various community plans such as the Model City Plan and the City’s capital and strategic plan.”
- “Projects from the Model City Coalition plan will be integrated into the City’s Capital Improvements Program”

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STATUS REPORT

GATEWAYS / CORRIDORS

A. General Recommendations

- Implement a comprehensive signage program
- Improve landscape image
- Control outdoor storage
- Control signage
- Control litter



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AESTHETICS



Broad Street Landscape Beds

AESTHETICS

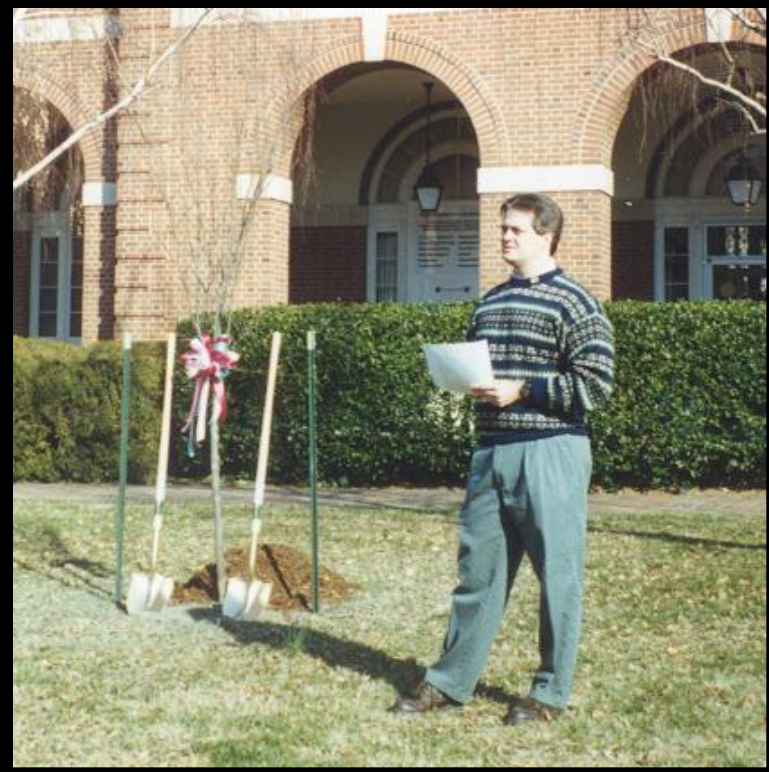


Church Circle Landscape Beds

AESTHETICS



Daniel Boone Trail Marker



Millennium Tree Planting

AESTHETICS



Glen Bruce Park Lighting

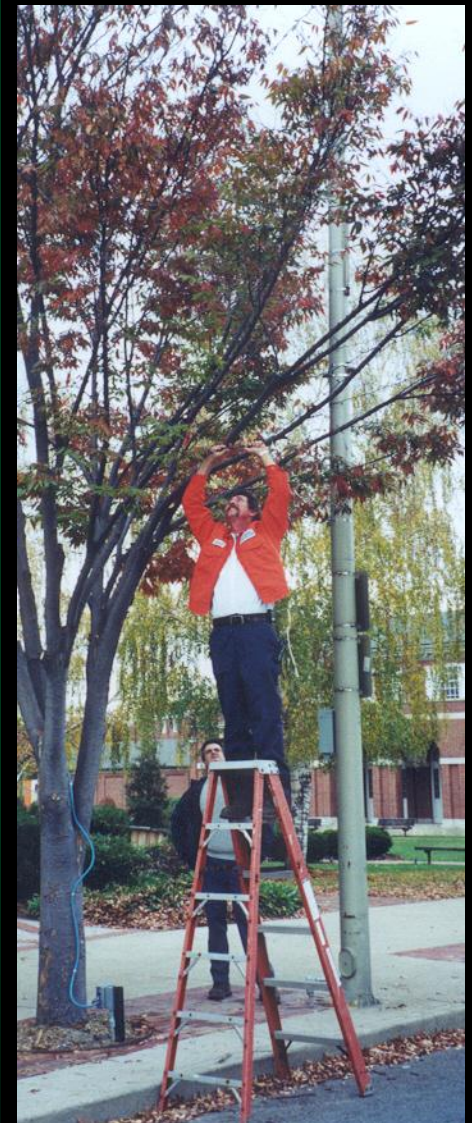


AESTHETICS



Gazebo Repairs and Lighting

AESTHETICS



Broad Street Lighting

AESTHETICS



Millennium Parking Lot



AESTHETICS



Sidewalk and Handicap
Ramp Upgrades



AESTHETICS



Maintenance

AESTHETICS

- Heritage Trail
- Banners
- Building Identifiers
- Historic Street Signs



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WILCOX GATEWAY

Model City Plan applied to new roads

- Bays Meadow Parkway, Kingsgate Crossing, Wilcox Drive
- Wilcox / Sullivan portal
 - DKA Signage
 - Wilcox Median Tree Planting (KKB)
 - Sullivan Street Tree Planting (KKB)

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STONE GATEWAY

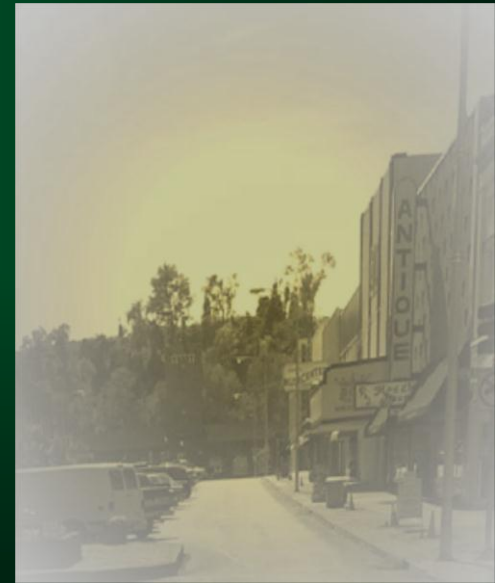
- Improved corridor streetscape at West Center
- Considered land acquisition at Center / Clinchfield



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PUBLIC REALM

1. Return Broad Street to Nolen Plan configuration
 - TEA-21 Grant Application
2. Restore Cement Hill
 - Willamette reforestation
3. Establish the Nolen Square
 - TEA-21 Grant Application
4. Develop Main Street Park
 - Harvest Fare / Farmers Market
5. Enlarge Glen Bruce Park
 - Peggy Turner Memorial



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Glen Bruce Park



PRIVATE SECTOR

SHORT TERM PRIORITIES:

1. Phase I, Downtown Townhouses
 - Redevelopment Plan / KHRA
 - 3 expressions of interest
2. 10,000 s.f. of new retail and entertainment
 - Downtown Music Initiative
3. Establish a Northeast State Technical Community College presence
 - Regional Center for Applied Technology

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Graduating Seniors

whose parents live in Kingsport can

attend **Northeast State**
Technical Community College

for two years tuition free.

That's right - **tuition free!**

Northeast State

Technical Community College

AND
**CITY OF
KINGSPORT**

Through a unique partnership, the city and college have joined to provide the resources needed to educate young people, and foster the region's economic progress and quality of life.

The program is simple: graduating seniors whose parents live in Kingsport can attend Northeast State Technical Community College for two years tuition free. That's right - tuition free.

Kingsport-funded scholarships are available for students to pursue college transfer or technical programs at Northeast State. Students can start up almost any career path with Northeast's transfer program where more than 40 fields of study lead to an associate degree. Or students can get a competitive edge with the college's technical programs that allow for quick entry into the workforce. Last year, 93 percent of Northeast State's technical graduates landed jobs in their fields of study.

In addition to the scholarship funds, Kingsport and Northeast State are working to create the Regional Center for Applied Technology to be located in downtown Kingsport. The 16,000 square-foot facility will combine convenience with cutting-edge education for Kingsport residents.

Educate and grow is a vision that allows Kingsport and Northeast State to offer young people the best of what each has to offer. In turn, young people will receive an education that will benefit and advance their career choices, and provide employers with a well-trained and skilled workforce.

Kingsport Mayor Jeanette Baxter and
Northeast State Community College President William Locke.



For more information about the city of Kingsport scholarships, call Kathy at 323-0214.





A FIRM FOUNDATION

Listed among the lowest rates of overall cost of living in the nation

Listed among the best water and air quality rankings in the country

No state income tax, no personal property tax, no wheel tax

Consistently ranked as one of Sperling's "best places to live"

An excellent public education system, with free tuition for 2 years of community college

Proud part of Tri-Cities, first region named an All America City by the National Civic League

Home to MeadowView Marriott Resort, named #1 in the country by Successful Meetings Magazine

Nestled in the foothills of the Smoky Mountains at the confluence of I-81 and I-26

Full service airport with direct flights to Atlanta, Detroit, Memphis, Cincinnati, Charlotte, Orlando

Foreign Trade Zone and U.S. Customs Port

Host to a variety of national AAU championships

Home to FunFest (one of Southern Living's Top Festivals)

A multi-year winner of the National Keep America Beautiful Award

A multi-year winner of Tree City USA

- A community of vision...Kingsport Tomorrow

A professional, proactive City government

East Tennessee State University -- Tri-Cities' university

Midway between Virginia Tech and University of Tennessee

VISION & LEADERSHIP



Economic Summit

- November 3-4, 1999
- 60 Community Leaders
 - Local Government, Business, Community/Neighborhood, State/Regional
- Visioning and Strategic Planning
- Consensus Building
- Groundbreaking

PARTNERSHIPS...FOR SHARED SUCCESS



OUTCOMES

First Steps and Stewards

- | | | |
|-----|---|---------------|
| 1. | Northeast State Technical Community College | Keith Wilson |
| 2. | Redevelopment | Dave Clark |
| 3. | Infrastructure | Jeff Fleming |
| 4. | Entrepreneurial organization | Ray Griffin |
| 5. | Information technology | Dave Sieg |
| 6. | Small business | Bob Arrington |
| 7. | Web site development | John Williams |
| 8. | Sports tourism and conventions | Jenny Seguin |
| 9. | Economic development structure | Miles Burdine |
| 10. | Adopt assumptions of economic development | |

✓ SUCCESSFUL CITIES...

- ✓ *Have vigorous visionary leadership in their public and private sectors, which anticipates change and harnesses it to positive advantage.*
- ✓
- ✓ *Welcome the information age and embrace the postindustrial era while providing ways for people to come together.*
- ✓
- ✓ *Are driven by collaborative strategies. They find strength in diversity, partnership, and citizen participation in the community-building process.*
- ✓
- ✓ *Think and act globally, regionally and locally. Leadership reaches from neighborhood to regional to global. They work within the framework of a new paradigm.*
- ✓
- ✓ *Deliver services efficiently and cope effectively with urban problems such as security, education, housing, transportation, infrastructure, and environmental degradation.*
- ✓
- ✓ *Have a vibrant central city, limit "bad" sprawl, and promote smart growth. Cityship creates "places worthy of our affection".*

Bill Hudnut, Mayor of Indianapolis, 1976-91

SUMMARY

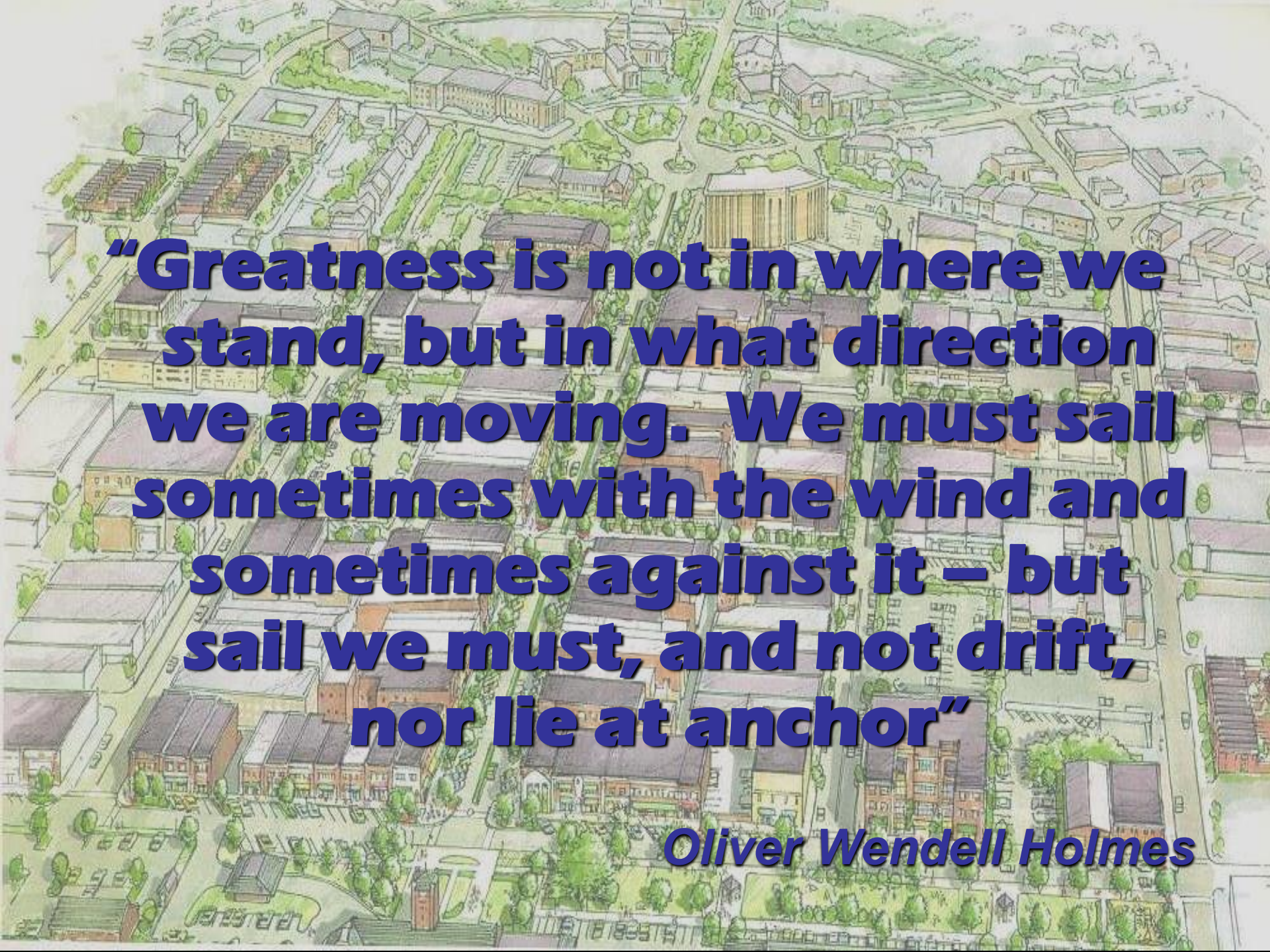
First Steps:

1. Northeast State Technical Community College
 - Educate and Grow Scholarship Program
 - Regional Center for Applied Technology, Downtown Kingsport
2. Redevelopment
 - Target Areas: Downtown, Green Acres, Stonegate
 - Model City Coalition Plan
 - IntelliThought (250 emp.), Barker Building (\$3m / 250 emp.), Willamette (\$450m)
 - Private Sector: Lowe's / Eastman Road / Modern Bakery / Schlotsky's
3. Infrastructure
 - MeadowView
 - Crossroads (Tri-Cities Crossing)
4. Entrepreneurial organization
 - HPO / U.Va.
5. Information technology
 - Wi-Fi

SUMMARY

First Steps:

6. Small business
 - Holston Business Development Center
 - Kingsport Office of Small Business & Entrepreneurism (KOSBE)
7. Web site development
 - “Cutting Edge” site under development
8. Sports tourism and conventions
 - K-PLAY
9. Economic development structure
 - Sullivan Partnership
 - Tri-Cities Business Alliance
10. Assumptions of Economic Development
 1. The Essence of Strategy = allocation of limited resources to achieve maximum results

An aerial, hand-drawn sketch of a city street grid. The drawing shows a dense arrangement of buildings, streets, and green spaces. The style is artistic and illustrative, with various shades of green for trees and parks, and muted colors for buildings and streets. The perspective is from directly above, looking down on the city layout.

“Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it – but sail we must, and not drift, nor lie at anchor”

Oliver Wendell Holmes